

## ABSTRAK

Diksi ‘keberlanjutan’ seringkali ditautkan dalam program *Corporate Social Responsibility* (CSR) di Indonesia, seperti dalam kebijakan, visi, misi hingga publikasi program. Namun, regulasi CSR baik *mandatory* dan *voluntary* belum menyentuh pada substansi keberlanjutan. Kekosongan tersebut dapat menimbulkan mispersepsi perusahaan pada tujuan CSR dan biasanya program CSR yang ditampilkan untuk mendapatkan lisensi sosial. Maka, pembuat kebijakan perlu memperhatikan kembali substansi keberlanjutan program CSR yang merujuk pada konsep dan studi kasus keberlanjutan program CSR. Akademisi dan praktisi CSR di Indonesia kebanyakan mengadopsi konsep *exit strategy* sebagai pendekatan strategi keberlanjutan program CSR. Namun, perkembangan literatur *exit strategy* memperlihatkan bahwa konsep tersebut didominasi oleh studi kasus dan perspektif pada program NGO Internasional. Karakteristik program NGOI yang satu arah berbeda dengan karakteristik CSR yang memiliki hubungan timbal balik antara perusahaan dengan penerima manfaat. Khususnya di era 2010-an, CSR memiliki penekanan pada *shared value* (Porter dan Kramer, 2011). Berdasarkan kesenjangan keberlanjutan program CSR yang diidentifikasi dalam regulasi CSR Indonesia dan studi kasus sebelumnya, diperlukan studi kasus tentang keberlanjutan program dalam konteks CSR, tidak hanya berfokus pada *exit strategy* tetapi juga menggali keberlanjutan pasca *exit*. Penelitian ini bertujuan mengeksplorasi strategi keberlanjutan program CSR dan *post exit engagement* yang dilakukan oleh PT Solusi Bangun Indonesia Pabrik Narogong.

Penelitian ini menggunakan metode kualitatif dengan pendekatan studi kasus pada sebuah program koperasi bernama Koperasi Konsumen Swadaya Pribumi Klapanunggal. Koperasi tersebut telah diinisiasi sejak tahun 2006, dilakukan *exit* pada tahun 2013 dan berhasil berkelanjutan selama sembilan belas tahun. Teknik pengumpulan data yang digunakan adalah observasi partisipatif, wawancara, dokumentasi dan dokumen arsip program. Proses wawancara dilakukan kepada sebelas informan (*purposive sampling*) dan enam informan (*snowball sampling*) yang mencakup Koperasi Konsumen Swadaya Pribumi Klapanunggal (pengurus lama dan baru, karyawan, anggota), PT SBI (manager dan pelaksana sebelumnya hingga saat ini), dan Pemerintah (Dinas Koperasi dan UMKM Kab. Bogor). Data dari berbagai sumber kemudian dilakukan verifikasi validitas melalui triangulasi. Data direduksi dan dikategorikan menggunakan analisis *explanation building* yang bertujuan membangun penjelasan tentang kasus yang diangkat melalui penelusuran proses (George & Bennett, 2005; Yin, 2018).

Penelitian ini menunjukkan strategi keberlanjutan program yang dilakukan PT SBI terdiri dari fase menuju kemandirian dan *engagement post exit*. Strategi menuju kemandirian terdiri dari evaluasi *bad practice*, seleksi struktur kunci yang searah dengan visi CSR, desain program yang menjawab kebutuhan, dan memastikan hilirisasi program. *Post exit engagement* yang dilakukan perusahaan melalui kebijakan vendor lokal memberikan daya dan kuasa pada kelompok yang telah *exit* dari mitra menjadi vendor. Pelibatan koperasi dalam proses bisnis perusahaan menjadi wujud *creating shared value* dan *sustainable procurement* yang berdampak terhadap perusahaan dan masyarakat secara ekonomi dan sosial. Temuan penelitian ini menghadirkan pendekatan baru yang melengkapi pendekatan *exit strategy* sebelumnya yaitu pendekatan fase masuk (*phase in*) dan fase pengembangan (*phase up*).

Kata Kunci: *Corporate Social Responsibility*; *Post-Exit Engagement*; Keberlanjutan Program CSR, *Creating Shared Value*

## ABSTRACT

The term *sustainability* is frequently associated with Corporate Social Responsibility (CSR) programs in Indonesia, as in policies, visions, missions, and program publications. However, CSR regulations, whether mandatory or voluntary, have not addressed the substantive aspects of sustainability. This gap may lead to corporate misinterpretations of CSR objectives, with programs often designed primarily to obtain social licenses. Policymakers, therefore, need to look carefully at the substance of sustainability within CSR programs that refer to the concepts and relevant case studies of program sustainability. Academics and CSR practitioners in Indonesia mostly adopt the concept of an exit strategy as a strategic approach to CSR program sustainability. However, the evolution of exit strategy literature reveals that it is predominantly informed by case studies and perspectives from international NGO programs. The unidirectional nature of NGO programs differs from CSR programs, which involve reciprocal relationships between corporations and beneficiaries. Particularly in the 2010s, CSR emphasized the concept of shared value (Porter and Kramer, 2011). Based on the identified gaps in CSR program sustainability within Indonesia's CSR regulations and prior case studies, further research is required on the sustainability of CSR programs, focusing not only on exit strategies but also on post-exit sustainability. This study aims to explore sustainability strategies and post-exit engagement initiatives implemented by PT Solusi Bangun Indonesia Narogong Plant.

This study employs a qualitative method with a case study approach, focusing on a cooperative program named Koperasi Konsumen Swadaya Pribumi Klapanunggal. The cooperative was initiated in 2006, underwent an exit in 2013, and has successfully sustained itself for nineteen years. Data collection techniques include participatory observation, interviews, documentation, and archival program records. Interviews were conducted with eleven informants (using purposive sampling) and six additional informants (using snowball sampling), covering representatives from Koperasi Konsumen Swadaya Pribumi Klapanunggal (both former and current management, employees, and members), PT SBI (current and former managers and practitioners), and the government (Bogor Regency Cooperative and MSME Office). Data from various sources were validated through triangulation. The data were reduced and categorized using an explanation-building analysis, aimed at constructing a comprehensive explanation of the case by tracing the processes involved (George & Bennett, 2005; Yin, 2018).

This study reveals that the sustainability strategies implemented by PT SBI comprise two key phases, those are the path to independence and post-exit engagement. The strategy to independence includes the evaluation of bad practices, the selection of key structures aligned with CSR vision, program design to meet needs, and ensuring program downstreaming. Post-exit engagement is achieved through the company's local vendor policy, empowering groups that have exited from partnerships to become vendors. The inclusion of cooperatives in the company's business processes exemplifies creating shared value and sustainable procurement, resulting in economic and social benefits for both the company and the community. The findings of this research introduce a new approach that complements the previous exit strategy frameworks, a phase-in and phase-up approach.

**Keywords:** Corporate Social Responsibility; Post-Exit Engagement; CSR Sustainability Program, Creating Shared Value